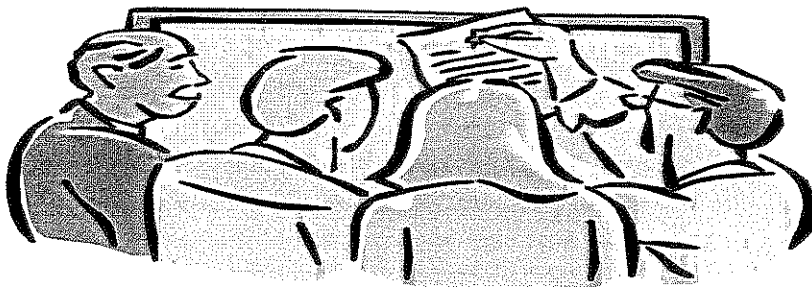




Employee Handbook



Maryland's MVA Committed To Safety, Service & You!

Employee Handbook

Table of Contents

Introduction	3
MDOT's Vision, Mission and Values	3
Overview	4
The Administrations	4
The Secretary's Office	5
Maryland Aviation Administration	6
Maryland Port Administration	7
State Highway Administration	8
Maryland Transit Administration	9
Motor Vehicle Administration	10
Maryland Transportation Authority	11
Maryland's Management Model	12
Representing MDOT	12
Ethics	13
Political Activity	13
Health and Safety	13
Emergencies and Evacuations	13
Equal Opportunity and Affirmative Action	14
Disability Discrimination	14
Sexual Harassment	14
Workplace Violence	14
Transportation Service Human Resources System	15
Employment Types	15
Job Classification	15
Probation	15
Benefits	15
Blood Bank Program	16
Employee Organizations	16
Innovative Idea Awards Program	16
Transfers	16
Leave	16
Annual Leave	17
Personal Leave	17
Perfect Attendance	17
Compensatory Leave	18
Holiday Leave	18
Sick Leave	19
Bereavement Leave	19
Family and Medical Leave Act	19
Administrative Leave	20
Other Leave with Pay	20
Leave of Absence without Pay	20
Liberal Leave	20
Leave Records	20
Employees' Leave Bank and Leave Donation Program	21
Work Hours	21

Compressed Workweek.....	21
Telework.....	21
Absences.....	21
Payroll	22
Charitable Donations.....	22
Overtime	22
Shift Differential.....	22
Official Personnel File.....	23
Training and Employee Development.....	23
Employee Performance Appraisal System	23
Employer/Employee Relations.....	23
Discipline.....	23
Grievance.....	24
Collective Bargaining.....	24
Employee Assistance Program	24
Recruitment and Examination	25
Employee Selection.....	25
Promotion	25
Reclassification.....	26
Salary Steps and Increases.....	26
Employee Transfer and Transfer of Leave Earnings.....	26
Substance Abuse Testing Program.....	26
Resignation	27
Reinstatement	27
Retirement	27
Survivor Benefit	28
Summary	28
Appendix	29

APRIL 2002

INTRODUCTION

This is a handbook for Career Service, Executive Service and Commission Plan Transportation Service Human Resources System (TSHRS) employees of the Maryland Department of Transportation (MDOT). It is hoped that both new and long-term employees will find this to be a valuable resource on employment, benefits, and professional development.

For new employees, the handbook will describe the mission and structure of MDOT. It will explain what employees can expect, and what is expected of them. Reading this handbook can make the first few weeks on the job easier. The information will make new surroundings and duties seem more familiar.

For long-term employees, the handbook is a guide on policy matters, benefits, privileges, and an aid in making career development decisions. The Department's human resources policies are comprehensive, complex and far-reaching. The handbook is a good place to find answers to questions that arise daily.

MDOT reserves the right to change, amend or delete any statement included in the handbook without advance notice.

THIS HANDBOOK IS NOT INTENDED TO BE A BINDING CONTRACT, NOR TO BE ALL-INCLUSIVE. This handbook was written in accordance with federal and state laws, the Code of Maryland Regulations (COMAR 11.02), the State's Memoranda of Understanding (Collective Bargaining Agreement), and the TSHRS Personnel Policies and Procedures currently in effect. Subsequent revisions to these may result in conflicting statements. If such a situation should arise, the laws, regulations, Memoranda of Understanding and the TSHRS policies shall be the official documents upon which a ruling will be based or an interpretation will be made.

If more specific information is needed, please contact your Human Resources office.

MDOT'S VISION, MISSION AND VALUES

Vision

To provide a world class transportation system by managing its resources prudently and effectively.

Mission

MDOT will meet the State's transportation service and mobility needs through a seamless, integrated system that allows people and goods to move safely and efficiently. This will:

- Enhance the quality of life of our citizens,
- Help direct population growth to existing communities, and
- Support the State's business climate.

Values

MDOT holds the following values to be important in all of our activities:

- | | |
|---------------|-------------|
| • Quality | • Respect |
| • Integrity | • Diversity |
| • Recognition | • Equality |
| • Honesty | |

OVERVIEW

MDOT is a large, multi-faceted department that manages the State's airports; ports; highways; mass transit; toll facilities; and motor vehicle registration, titling and licensing. MDOT was created in 1971 by an act of the Maryland General Assembly that consolidated thirteen different agencies into one cabinet-level department responsible for planning, financing, constructing, operating and maintaining much of the State's transportation infrastructure.

MDOT is comprised of a headquarters and five administrations. These organizations are:

- **The Secretary's Office**, also known as MDOT Headquarters, which has responsibility for the overall guidance and direction of MDOT.
- **The Maryland Aviation Administration**, which has responsibility for aviation, including the management of Baltimore/Washington International (BWI) Airport and Martin State Airport.
- **The Maryland Port Administration**, which has responsibility for Maryland's ports, including the ports of Baltimore and Cambridge.
- **The State Highway Administration**, which has responsibility for the planning, design, construction, and maintenance of Maryland's highways and bridges.
- **The Maryland Transit Administration**, which has responsibility for the Baltimore Metropolitan area bus, subway (Metro), and light rail systems, and MARC passenger train service.
- **The Motor Vehicle Administration**, which has responsibility for motor vehicle registration, titling and licensing.

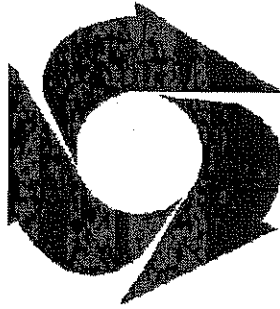
The Secretary of Transportation coordinates the operations of the Maryland Transportation Authority, which has responsibility for Maryland's toll roads, bridges and tunnels.

The operation of each organization varies according to the type of transportation with which it is primarily concerned, and according to legislated responsibilities.

THE ADMINISTRATIONS

The Secretary of Transportation is empowered to perform any duty the five administrations or the Maryland Transportation Authority (MdTA) may perform. These include, among others:

- The operation of BWI Airport, including the authority to fix landing fees and to rent space to airlines and concessionaires.
- The operation of State-owned facilities in the Port of Baltimore, including the power to fix and collect fees for their use.
- The construction and maintenance of the State's highway system.
- The operation of bus and rail facilities in the Baltimore Metropolitan Transit District, and the power to fix and collect fares for these systems.
- The licensing and registration of motor vehicles and drivers in the State.
- The power to acquire property by purchase or condemnation.



THE SECRETARY'S OFFICE (TSO)

Mission

TSO leads MDOT in achieving Maryland's transportation vision by:

- *Setting policy*
- *Allocating resources*
- *Monitoring performance*
- *Empowering employees to strive for excellence*

TSO, also known as MDOT Headquarters, is the center of operations for the Department. Under the direction of the Secretary of Transportation, TSO develops and sets the State's overall transportation policy, oversees the five operating administrations, and coordinates the operations of MdTA.

TSO staff is involved in policy, finance, oversight and coordination of the capital program, direction of the legislative and public affairs programs, and the management of human resources, administration, and audit functions.



MARYLAND AVIATION ADMINISTRATION (MAA)

Mission

The Maryland Aviation Administration fosters the vitality of aviation Statewide and promotes safe and efficient operations, economic viability, and environmental stewardship. Responsible for the operation of BWI and Martin State Airports, the MAA provides friendly, convenient facilities and customer services while developing enhanced domestic and international passenger and cargo opportunities through intermodalism and state-of-the-art technology.

The MAA originated in 1929 as the State Aviation Commission. In 1970, the State Aviation Administration joined the newly formed MDOT, and in 1989 was renamed MAA. Under the direction of the Maryland Aviation Commission, MAA develops and manages BWI airport, supports and regulates general aviation activity in the State, and inspects and licenses commercial airports, air schools, and flight instructors. MAA also fosters safety in aviation through seminars for pilots and mechanics, and through publications, including a combined Maryland airports directory and aeronautical chart.

The Executive Director of MAA is appointed by the Secretary of Transportation with the Governor's approval and the advice of the Maryland Aviation Commission. BWI Airport, Maryland's major air carrier facility, is located in Anne Arundel County, 10 miles south of Baltimore and 30 miles north of Washington, D.C. BWI serves as MAA headquarters. Formerly Friendship International Airport, BWI began operation in 1950. In 1972, the State purchased Friendship Airport from Baltimore City and in 1973 renamed it BWI.

Both commuter and air cargo airlines serve BWI, providing more than 700 domestic and international flights daily. MAA also operates Martin State Airport in Baltimore County, northeast of Baltimore City. Martin State Airport was purchased by the State in 1975 and provides facilities for general aviation as well as for the Maryland Air National Guard.



MARYLAND PORT ADMINISTRATION (MPA)

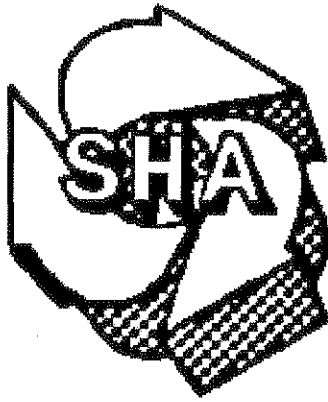
Mission

The mission of the Maryland Port Administration is to stimulate the flow of waterborne commerce through the State of Maryland in a manner that provides economic benefit to the citizens of the State.

One of the Port of Baltimore's greatest advantages is a strategic Mid-Atlantic location and an inland setting that has made it the closest Atlantic port to major mid-western population and manufacturing centers. In addition to its convenient geographical location, the Port of Baltimore has long maximized its enviable locale by combining state-of-the-art facilities with efficient connections to the north, south, and west.

The MPA has constructed and currently operates or leases three marine terminals in the Port of Baltimore (Dundalk, Clinton Street and Locust Point). The 28-story World Trade Center at the Inner Harbor in Baltimore, owned by MDOT and managed by MPA, serves as a center point for international commerce throughout the State.

The MPA also oversees the operation of Seagirt Marine Terminal in Baltimore, a three-berth container facility and inter-modal transfer yard. The Maryland Transportation Authority constructed Seagirt, and MPA serves as agent for its operation through the Maryland International Terminal, which is the operating division of MPA for Seagirt.



STATE HIGHWAY ADMINISTRATION (SHA)

Mission

To provide our customers with a safe, well-maintained and attractive highway system that offers mobility and supports Maryland's communities, economy and environment.

The SHA is responsible for project development, construction, and maintenance of Maryland's highway system. The State is divided into seven highway-engineering districts, each responsible for routine maintenance, right-of-way acquisition, traffic services and construction supervision. Specialized activities are assigned to statewide operating divisions and sections.

The State's highway system is composed of more than 5,100 miles (16,000 lane miles) of roadway, including more than 2,400 bridges. The system contains all of the State's interstate, primary and secondary highways, with the exception of the John F. Kennedy Memorial Highway (I-95 from the Baltimore Beltway to the Delaware State line), which is a toll highway managed by the MdTA.

The interstate and primary highway systems serve major interstate travel. Secondary roads provide for local travel.



MARYLAND TRANSIT ADMINISTRATION (MTA)

Mission

The MTA provides a network of transit services and rail and freight services to our customers throughout Maryland in a safe, reliable and efficient manner that supports the economy and the environment.

The MTA provides bus and rail services in the Baltimore Metropolitan Transit District, which is composed of Baltimore City, Baltimore County and Anne Arundel County, and the area between Harford and Howard counties as part of a suburban transit program. It also operates the Baltimore Metro subway system in Baltimore City and Baltimore County.

Light Rail is a 30 mile system linking Baltimore County, Baltimore City, and Anne Arundel County. The main line operates the 27 miles from Hunt Valley to Cromwell Station/Glen Burnie. A .34 mile extension connects to the MARC/Amtrak Penn Station in Baltimore and a 2.7 mile extension connects BWI Airport to the main line. Light Rail operates 53 articulated vehicles, each accommodating 260 passengers. There are 32 station stops along the system.

The MTA is also evaluating a transit system linking Bethesda to Silver Spring in Montgomery County, as well as an extension of the Washington Area Metro System from Addison Road to Largo Town Center in Prince George's County.

The MTA has contracts with CSX and Amtrak railroads to operate commuter rail service between Perryville in Cecil County and Washington, D.C., and between Western Maryland and Washington, D.C. In addition, a 13.5-mile extension of service to Frederick from Point-of-Rocks is being planned. MTA also supports the operation of certain rail freight lines through direct subsidies to short line rail operations and rehabilitation of components of these lines.

MTA also operates Mobility Paratransit which provides service to passengers with disabilities and transports about 2500 passengers daily. The MTA operates lift equipped Mobility vans, as well as, manages contracted services operating vans and taxis.



Motor Vehicle Administration

MOTOR VEHICLE ADMINISTRATION (MVA)

Mission

As employees and agents of the MVA, we are committed to providing excellent customer service, promoting a safe driving environment, and protecting consumer interests.

The MVA began in 1910 as the Office of the Commissioner of Motor Vehicles. The Commissioner was authorized to issue driver licenses and, from 1914 to 1935, employed motorcycle deputies to enforce traffic laws. The Office of the Commissioner of Motor Vehicles became the Department of Motor Vehicles in 1943. In 1970, it was renamed the MVA and placed within MDOT.

MVA headquarters is located in Glen Burnie, Anne Arundel county. It has 24 field offices, 11 county treasurers' offices for registration services, 122 title service agencies, 19 vehicle emissions inspection stations, 18 motorcycle safety training centers, 885 Electronic Registration and Titling (ERT) participants in Maryland, 8 eMVA kiosks and one mobile service center that travels throughout the State.

MVA encourages the use of its online services at www.marylandmva.com. Now you can conveniently:

- Renew your Vehicle Registration
- Download most MVA forms
- Change your address
- Get maps and directions to any MVA office
- Check wait times at MVA offices
- Get information on licensing, vehicle emissions inspections, voter registration, traffic and weather!

The MVA has four major functional areas:

- Administration
- Driver and Vehicle Policies and Programs
- Operations
- Support Services

(revised July 2008)



MARYLAND TRANSPORTATION AUTHORITY (MdTA)

Mission

The Maryland Transportation Authority assists the State in achieving its transportation goals by advancing the safe, secure, and convenient movement of people and goods for the benefit of the citizens of Maryland.

Tolls, other revenues, and bonding capacity are used to develop, operate, provide law enforcement for and maintain the Authority's highways, bridges, and tunnels, which serve as vital links in the State's transportation network. Acting on behalf of the Department of Transportation, the Authority also finances and constructs capital projects to improve Maryland's transportation system, including terminal facilities at the Port of Baltimore and Baltimore Washington International Airport. The Authority provides law enforcement at port and airport facilities.

The Authority is committed to sound management practices, fiscal responsibility, and prompt, courteous assistance to the traveling public. We are dedicated to teamwork, a diverse workforce, and employee development.

Since 1971, MdTA has been responsible for managing, operating and improving the State's toll facilities, as well as for financing new revenue-producing transportation projects. MdTA's seven facilities—a turnpike, two tunnels and four bridges—help keep traffic moving in Maryland. All of MdTA's projects and services are funded through tolls paid by the customers who use the facilities.

The toll facilities operated by MdTA are:

- Fort McHenry Tunnel
- Baltimore Harbor Tunnel
- William Preston Lane (Chesapeake Bay) Memorial Bridge
- Francis Scott Key Bridge
- Thomas J. Hatem Memorial Bridge
- Harry W. Nice Memorial Bridge
- John F. Kennedy Memorial Highway

MdTA also developed Seagirt Marine Terminal, a containerized-cargo marine terminal and inter-modal container transfer rail yard. The MPA manages this facility for MdTA.

A six-member authority appointed by the Governor and the Secretary of Transportation governs MdTA. The Secretary of Transportation is also, *ex officio*, the Authority chairman.

MARYLAND'S MANAGEMENT MODEL

The State of Maryland has adopted a customer-focused management system that encompasses a number of management tools including Managing For Results (MFR), budgeting, Continuous Quality Improvement (CQI), employee performance planning and evaluation, and pay for performance.

All these management tools share:

- a focus on determining and addressing customer and stakeholder needs
- an attainment of planned results
- accountability through the measurement of performance.

To briefly describe the linkage, MFR is a strategic planning process that sets organizational direction, determines priorities, and establishes desired program results that are based on customer needs and expectations. The budget provides resources to support the achievement of organizational goals, objectives, and desired results.

CQI provides various tools and techniques, such as team building, brainstorming, and consensus decision making that are applicable during the strategic planning process. CQI also targets processes for improvement.

Employee performance planning and evaluation is a logical extension of MFR. It promotes individual behaviors consistent with the organization's mission, values, goals and objectives. It also measures individual performance and the extent of employee contributions toward the achievement of goals and objectives.

Lastly, pay for performance provides incentive pay that is linked to an individual's performance evaluation. Each MDOT administration is at varying stages of implementation. To provide quality, cost effective services and products to our customers, it is up to each employee to fully understand the components of the system and his or her involvement.

REPRESENTING MDOT

Every employee is a customer service representative for MDOT. The impression employees make on internal and external customers will affect their opinions of MDOT and of State service in general. Whether at work or traveling on State business, it is of utmost importance to treat others with respect and courtesy and provide the best possible service. Tactlessness, impatience, or an expression of personal opinion may be mistaken for policy, or may give a negative impression.

Employees are often questioned on transportation matters. If possible, answer questions completely and accurately. However, there may be times when it is wiser to refrain from answering questions. An honest "I just don't know" is preferable to the possible confusion of a wrong answer. As a rule, contact with print or broadcast media should be channeled through your administration's Public Information Office.

Remember, when communicating on the telephone or via e-mail, your reactions cannot be seen. People can only interpret your choice of words and the tone of the message. Always give information clearly, courteously, and concisely.

ETHICS

All State employees must avoid situations where opportunities for personal gain could affect decisions. Outside employment, business or activity that does not interfere or conflict with duties, hours of work, or policies and procedures is permitted.

Private interests may not be pursued on State time or property. An outside job may not be used to receive pay for services in connection with any matter in which MDOT may have an interest. For additional information, contact MDOT legal counsel or the State Ethics Commission.

POLITICAL ACTIVITY

Provisions of the federal Hatch Act (that regulates political activity on the job) govern some State employees. Maryland law stipulates that State employees may not engage in political activity while on the job or during work hours. Contact your Human Resources office for further information.

HEALTH AND SAFETY

Employee health and safety is of primary importance to the Department. MDOT recognizes and accepts its responsibility to provide the safest possible working conditions and, if an injury does occur, to provide prompt medical assistance. Each administration has guidelines and programs to protect employee health and safety. A safety officer within each administration is available to describe those guidelines.

State law provides a \$100,000 death benefit to a surviving spouse, child(ren), or dependent parent(s) if an employee is killed in the performance of his or her job, provided the employee was not killed due to personal negligence. The Secretary of the Department of Budget and Management will determine eligibility.

EMERGENCIES AND EVACUATIONS

The Governor's Office and the Departments of Budget and Management, Transportation, and General Services are responsible for determining emergency release and closures for weather and/or building-related problems or other severe conditions statewide. The Secretary of Transportation is responsible for determining weather-related emergencies and closings for MDOT.

Each administration follows specific release procedures for liberal leave and early release and has building evacuation plans to follow in an emergency. Local television and radio stations will keep employees informed during emergencies. This handbook, your administration's designated emergency release contact, and supervisors can provide more information.

EQUAL OPPORTUNITY AND AFFIRMATIVE ACTION

MDOT is an Equal Employment Opportunity/Affirmative Action employer committed to fair treatment of all employees and applicants for employment. MDOT supports an Affirmative Action Plan that makes positions available to everyone.

MDOT prohibits any form of discrimination, and provides methods to redress issues of unfair treatment based on race, color, gender, age, national origin, creed, religious affiliation or belief, political affiliation or opinion, marital status, sexual orientation, or physical or mental disability. Discrimination is prohibited in any aspect of the personnel process, including advertising, recruiting, appointing, selecting, training, classifying, compensating, benefits, and privileges.

An administration's Fair Practices Officer, or TSO's Office of Fair Practices, can provide help in investigating complaints and redressing instances of discrimination.

DISABILITY DISCRIMINATION

MDOT supports the 1990 *Americans with Disabilities Act* (ADA). The ADA protects people with disabilities from discrimination in employment, transportation, public services, public accommodations, and telecommunications.

There are Coordinators in each administration responsible for ADA compliance. They are the first points of contact for questions regarding disability issues. Contact your Human Resources office for the name of your ADA Coordinator.

SEXUAL HARASSMENT

State and federal law prohibit sexual harassment in the workplace. Unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when:

- it is made a term or condition of employment
- it is used as a basis for employment decisions
- it interferes with work performance
- it creates an intimidating, hostile, or offensive working environment

MDOT will not tolerate sexual harassment in the workplace. If sexual harassment has occurred, report the incident to the administration's Fair Practices Officer, or TSO's Office of Fair Practices. An impartial, timely and confidential investigation will be conducted.

WORKPLACE VIOLENCE

Employees have the right to work in an environment that is free of harassment, threats, intimidation or violence. MDOT prohibits all acts and threats of violence in the workplace and in connection with employment. If workplace violence occurs, immediately report the incident to your supervisor or manager.

TRANSPORTATION SERVICE HUMAN RESOURCES SYSTEM (TSHRS)

In the 1992/1993 legislative session, a bill was passed authorizing MDOT to establish a separate human resource system. This human resource system referred to as TSHRS or Transportation Service, operates independently of the system which governs most of the rest of state government. TSHRS was developed to increase management flexibility and provide more opportunities for career mobility and benefits.

EMPLOYMENT TYPES

Each TSHRS job is classified as one of several possible employment types. The three most common types are Career Service, Executive Service, and Commission Plan. This handbook generally applies only to employees in these three job types. The TSHRS Personnel Policies and Procedures Manual describes each type of employment.

JOB CLASSIFICATION

Each position is classified according to the duties and responsibilities assigned to it. Jobs with similar duties and responsibilities are generally given the same title and rate of pay. Each position should have a written position description that stipulates the basic duties and responsibilities of the job. The position description is not meant to be a listing of every task an employee will ever be asked to do, as all employees are expected to perform reasonable assignments that may not be mentioned in the position description.

PROBATION

Career Service employees, whether new or promotional, part- or full-time must serve probation. Probation is a trial work period that usually lasts for six months at the beginning of tenure in a position. Some positions have a probation period of one year. During this time, the supervisor has the opportunity to observe and evaluate the employee's ability to perform the job. Probation may be shortened or lengthened if needed.

BENEFITS

Transportation Service and the State of Maryland offer a full range of employment benefits, including:

- Contributory pension plan
- Choice of health insurance plans (includes vision, mental health and substance abuse)
- Prescription drug plan
- Dental plans
- Term life insurance
- Accidental death & dismemberment insurance
- Unemployment insurance
- Long-term care insurance for employees and their families
- Health and dependent care flexible spending accounts
- Deferred Compensation and 401k plans (including State match to established maximum)
- Paid leave and holidays
- Leave Bank/Leave Donation Program
- Blood Bank Program
- State Employees Credit Union
- Direct deposit of paycheck
- Workers' Compensation
- Training
- Tuition reimbursement
- Employee Assistance Program
- Teleworking
- Recruitment Bonuses (for certain classes)

Information on these benefits and enrollment forms are available through your Human Resources office.

BLOOD BANK PROGRAM

MDOT participates in the American Red Cross Blood Bank Program that periodically visits each administration. This is a valuable program that assures that blood needs are met in times of illness or emergency. Contact your Human Resources office for information.

EMPLOYEE ORGANIZATIONS

MDOT employees may join an employee organization (union). Several organizations have dues that can be deducted directly from paychecks. Contact the organizations or your Human Resources office for information.

INNOVATIVE IDEA AWARDS PROGRAM

The Innovative Idea Awards Program is a cash award program designed to encourage fresh, constructive ideas that result in cost savings, improved efficiency, increased safety and morale, better service to the public, or any other significant benefit to MDOT or the State. Each administration's Innovative Idea coordinator can provide further information on the program.

TRANSFERS

When hired as a "transfer" from another State agency, employees receive credit for years of service with the State. A starting salary will be calculated according to TSHRS policy. Though an employee may transfer up to 70 days of annual leave, only 50 days can be carried into a new calendar year. Sick leave balances, including any prior leave debts, will also be transferred. The same retirement regulations apply. Each administration's retirement coordinator can provide further information.

LEAVE

Career Service, Executive Service, and Commission Plan employees earn or may be allotted various forms of paid leave. In addition to the basic forms of leave—annual, personal, compensatory, holiday and sick—employees may be eligible for administrative leave, other leave with pay, leave of absence without pay, and/or medical leave mandated by the *Family and Medical Leave Act of 1993*.

Supervisors will provide instructions on reporting absences and requesting leave. They will also clarify the time frames for reporting absences, and the chain of command for receiving a report of absence. Supervisors can also approve or deny leave. Leave may be requested in as little as tenth-of-an-hour (six-minute) increments. A part-time employee earns leave on a prorated basis equal to the percentage that the part-time position is funded.

ANNUAL LEAVE

Annual leave is earned leave with pay that is based on hours worked and years of service. An employee must have six months of continuous service before any annual leave can be used. The rate of earning annual leave, based on full-time employment, is:

0 to end of year 5	up to 10 workdays
Beginning of year 6 to end of year 10	up to 15 workdays
Beginning of year 11 to end of year 20	up to 20 workdays
Beginning of year 21 to end of service	up to 25 workdays

(The earning rate is prorated for part-time employees.)

In general, supervisors will arrange the office workload to enable the use of accumulated annual leave. It is not a requirement to use all earned annual leave within a calendar year. A maximum of 50 annual leave days (400 hours) may be carried into a new calendar year. Any unused annual leave in excess of 50 days will be lost if not used by the beginning of the first full pay period of the new calendar year.

PERSONAL LEAVE

Personal leave is a form of allotted leave with pay that is available at the beginning of each calendar year. A full-time employee is allotted seven days of personal leave a year. A full-time employee hired between July 1 and November 30 will be allotted three days of personal leave for the remainder of the calendar year. A full-time employee hired after November 30 will be allotted one personal leave day for the remainder of the calendar year. A part-time employee will be allotted a percentage of personal leave equal to the percentage that the part-time position is funded.

Personal leave may be used only with supervisory approval. A call-in request for personal leave may be denied based on staffing needs. Unused personal leave is forfeited upon separation from employment with the State, and therefore, no payment will be made. Also, personal leave will be lost if not used by the end of the calendar year. It cannot be carried into the next calendar year. Refer to the perfect attendance section for additional information on personal leave.

PERFECT ATTENDANCE

A full-time employee with perfect attendance for a full calendar year may be paid for up to three days of unused personal leave. A part-time employee with perfect attendance may be paid on a prorated basis. Refer to the TSHRS Personnel Policies and Procedures Manual for more specific information on eligibility for perfect attendance.

COMPENSATORY LEAVE

Compensatory leave is earned leave with pay based on hours worked beyond the normal workday. An employee designated under the *Fair Labor Standards Act* (FLSA) as exempt from earning cash overtime is eligible to earn compensatory leave. Exempt employees earn compensatory leave for time worked beyond the first one-half-hour of their normal workday, including the first half-hour. Exempt employees in grades 25 and above (Senior Service Grades), or flat rate equivalent grades, earn compensatory leave for working 5 hours or more on an observed holiday and shall earn no other compensatory leave.

Executive Pay Plan employees, or flat rate equivalent, earn one compensatory leave day for working five or more hours on an observed holiday and shall earn no other compensatory leave. After one year from the date earned, unused compensatory leave is forfeited.

Employees who are FLSA non-exempt (cash overtime eligible) may request to earn compensatory leave in lieu of cash overtime at a rate of time-and-one-half. This leave does not expire, though there is a cap on the number of hours that may be accumulated.

HOLIDAY LEAVE

There are ten State holidays per calendar year. Holiday leave also covers general and congressional elections, but not primary elections. The observed holidays are:

- New Year's Day
- Martin Luther King, Jr. Day
- Presidents' Day
- Memorial Day
- Independence Day
- Labor Day
- Columbus Day
- Veterans' Day
- Thanksgiving Day
- Christmas Day
- Each Statewide Election Day

If a holiday falls on a Saturday, the Friday immediately preceding will be treated as the holiday. If a holiday falls on a Sunday, the Monday immediately following will be treated as the holiday.

Either cash overtime or compensatory leave will compensate employees required to work on a holiday, depending upon the individual's eligibility. In units where operations are required seven days a week, the supervisor will determine holiday scheduling.

SICK LEAVE

Sick leave is a form of earned leave with pay. Sick leave is earned at the rate of one-and-one-half hours for each 26 base hours worked. A maximum of 15 days of sick leave may be earned in a calendar year. Any unused sick leave may be carried into a new calendar year.

Sick leave may be used for the following reasons:

- personal illness, injury or disability
- medical or dental appointment
- to accompany an immediate family member to a medical or dental appointment
- to provide care to an immediate family member for an illness, injury or disability
- the death of an immediate family member (maximum of five days) (see *Bereavement Leave*)
- death of other family members (maximum of one day)
- care for a newborn child or a child placed for adoption (up to maximum of 20 workdays may be used within the first year of the birth or placement)

There are advantages to conserving sick leave, such as qualifying for perfect attendance, and applying accumulated sick leave toward service time at retirement. Other forms of sick leave ("allotted" sick leave) are available to TSHRS employees who meet certain requirements. Allotted sick leave is leave with pay, which is not based upon hours worked.

BEREAVEMENT LEAVE

Bereavement leave is a form of allotted leave with pay. An employee may elect to receive up to three days of bereavement leave in lieu of using three of the five sick days allowed for the death of the following family members: spouse, child, foster-child, step-child, parent, step-parent, foster-parent, brother or sister, or grandparent and grandchild.

FAMILY AND MEDICAL LEAVE ACT

The *Family and Medical Leave Act* (FMLA) of 1993 was enacted by Congress to entitle eligible employees to use up to 12 work weeks of unpaid job-protected leave during any 12-month period. Reasons to apply for FMLA are:

- for the birth or placement of a child for adoption or foster care
- to care for an immediate family member with a serious health condition
- inability to work because of a serious health condition

Any accrued leave available when FMLA leave is requested must be used as part of the 12-week entitlement.

ADMINISTRATIVE LEAVE

Administrative leave is allotted leave with pay that may be granted for absences authorized under certain conditions. Administrative leave may be used for emergency release, to determine fitness for duty, and for approved employee organization (union) activities. Administrative leave may be approved for other reasons as well.

OTHER LEAVE WITH PAY

Transportation Service employees may be eligible for other types of leave with pay, e.g.:

- military leave
- legal action leave
- State job examinations and interviews
- organ donation leave
- release time

In addition, employees may use annual, personal, or compensatory leave, or a work schedule may be adjusted for religious observances.

LEAVE OF ABSENCE WITHOUT PAY

A leave of absence is defined as an authorized period of non-employment with MDOT during which an employee may be reinstated and eligible for certain leave and salary considerations. A leave of absence may be granted for:

- personal reasons
- educational reasons
- military leave
- leave due to illness

Your Human Resources office can answer questions on all the various forms of leave mentioned above.

LIBERAL LEAVE

During an officially declared emergency, non-essential employees may use annual or personal leave without prior approval. However, an employee must notify their supervisor in accordance with established procedures for their unit. Each employee must be aware of whether his or her position is categorized as essential or non-essential. Essential employees are required to report to or remain at work as scheduled. Essential employees are to be notified of their status by December 1st of each year. Supervisors will inform employees about their essential or non-essential position status.

LEAVE RECORDS

The MDOT Payroll Section of the State Highway Administration maintains records of annual, sick, personal, and compensatory leave. A biweekly report of current and year-to-date leave balances is distributed to all responsibility centers. It is each employee's responsibility to monitor these records to insure that leave is being credited accurately. Supervisors must insure that leave is available before it is approved.

EMPLOYEES' LEAVE BANK AND LEAVE DONATION PROGRAM

Transportation Service employees may become members of the State Employees' Leave Bank by donating annual, personal or sick leave to the Leave Bank Program during open enrollment, or within the first 60 days of employment. Members may request leave from the Leave Bank if qualified. Membership is for a two year period and can be renewed. It is the employee's responsibility to maintain membership in the Leave Bank. Employees may also donate annual, personal, or sick leave to another qualified employee. The Employee's Leave Bank and Leave Donation Program is managed by the Department of Budget and Management.

WORK HOURS

Most employees normally work a five-day week of eight hours per day, or 40 hours per week. Meal periods are not considered part of the workday. Administrators establish work hours and the workweek. Supervisors assign individual schedules.

COMPRESSED WORKWEEK

Each administration is authorized to allow its employees to work a compressed workweek, an arrangement that enables a 40-hour workweek in fewer than five days. Approval of this option depends upon the efficient operation of each office. A compressed workweek may not be available to all employees.

TELEWORK

Telework allows an employee to work occasionally at a site other than the assigned office. An alternative work site may be the employee's home, an approved telework center, or other location. Employees must be eligible to telework and have approval before starting to telework. Management and the teleworker should have a clear understanding about the work to be accomplished while teleworking. Also, there should be practical methods for maintaining contact between the teleworker and his or her office. Telework may be discontinued at the discretion of either the employee or management. Teleworkers must have an approved *Telework Agreement* on file before beginning teleworking.

ABSENCES

If unable to report for work, the employee must notify the immediate supervisor within the office's required time frame and provide an expected date of return. If an absence of five or more consecutive workdays is not properly reported, it is considered an automatic resignation. An employee may then be disqualified from future employment with MDOT.

PAYROLL

Most employees are paid biweekly (26 paychecks per year). The two-week pay period starts on a Wednesday and ends on a Tuesday. Paychecks are issued every other Wednesday. Some employees who work in field operations may have paychecks mailed to them. Paychecks will be deposited directly into the employee's checking account. New employees will have their pay deposited into their checking account unless they specifically request a different arrangement.

Mandatory and optional deductions are automatically deducted from the biweekly paycheck. Federal withholding tax, State withholding tax, Social Security (FICA), medical assistance, and retirement (depending upon level of income) are mandatory deductions. Deductions for savings bonds, State Employees Credit Union, term life insurance, employee organization (union) dues, supplemental retirement, etc. may also be authorized. New employees may experience a brief delay in getting a first paycheck.

An employee should review pay records carefully to insure that appropriate deductions are being made and that employee data is correct. If there is a problem on the pay record, check with your timekeeper to correct it. If it cannot be resolved at this level, discuss the problem with a supervisor or the Human Resources office.

CHARITABLE DONATIONS

The only official solicitation of funds permitted by MDOT is the Maryland Charity Campaign. A campaign kickoff is held annually. A new employee may elect to participate through payroll deduction for the remainder of the calendar year.

OVERTIME

Employees in certain job classifications can be paid cash overtime at the rate of time-and-one-half if required to work more than 40 hours in a week. Employees eligible for cash overtime are compensated according to the provisions of the *Fair Labor Standards Act* (FLSA) which sets eligibility guidelines. However, employees eligible for cash overtime may elect to receive compensatory time instead of cash overtime.

According to the FLSA, some employees are exempt from earning cash overtime. Exempt employees, designated in the MDOT Standard Salary Plan, earn compensatory leave hour-for-hour for time worked beyond the first half-hour of their normal workday, including the first half-hour. Exempt employees in grades 25 and above, or in the Executive Pay Plan or its flat rate equivalent, are only able to earn compensatory leave for working 5 hours or more on an observed holiday.

SHIFT DIFFERENTIAL

Shift differential is a type of compensation where additional pay is authorized for working a qualified shift. A qualified shift is a full-time or permanent part-time shift that starts at or after 2:00 p.m. and at or before 1:00 a.m.

OFFICIAL PERSONNEL FILE

An employee's official employment record such as employment applications, copies of W-4 forms, probation information, disciplinary records, and performance appraisals are maintained by the Human Resources office in each administration. The official personnel file is confidential. Only the employee, his or her supervisor, the Human Resources staff, others authorized by law and anyone who has received written permission from the employee to review the records may access an official personnel file. An employee may review his or her file, but may not remove documents from it.

TRAINING AND EMPLOYEE DEVELOPMENT

Transportation Service provides education and career development opportunities. Each administration has guidelines and procedures for training and career development. MDOT offers a wide variety of programs, including in- and out-service training, job rotation, cross training, and tuition reimbursement.

EMPLOYEE PERFORMANCE APPRAISAL SYSTEM

The TSHRS Employee Performance Appraisal System allows employees to be closely involved in their annual performance appraisals. Though performance appraisals are required annually, more frequent appraisals are encouraged to promote open and honest communication. An appraisal is based in part on an employee's contribution in helping to achieve the objectives of his or her office, as well as on the performance of duties. Incentive awards may be offered for performance that exceeds established standards.

EMPLOYER/EMPLOYEE RELATIONS

The Employer/Employee Relations (EER) Unit helps managers and supervisors resolve job performance and disciplinary problems, answers questions on TSHRS policies and regulations, and represents management in the employee grievance procedure. EER also refers employees to the Employee Assistance Program (EAP).

DISCIPLINE

An employee's failure to comply with MDOT's established rules, policies, procedures and regulations may result in disciplinary action. Forms of discipline include, but are not limited to oral reprimand, written reprimand, loss of leave, suspension without pay, involuntary demotion, rejection on promotional probation, termination, and disqualification from future employment at MDOT. An employee may pursue an administrative appeal of disciplinary actions.

GRIEVANCE

An employee may file a complaint or grievance about the application of Department regulations, rules or policies; or one of its Administration's policies or procedures. The Grievance Procedure consists of the following steps:

- An employee may begin a grievance appeal by writing to the employee's Appointing Authority within 30 days of the alleged cause of complaint or knowledge of the complaint.
- If not satisfied with the decision of the Appointing Authority, the employee may appeal to the Secretary of Transportation.
- If not satisfied with the decision of the Secretary, an employee may appeal to the Office of Administrative Hearings or submit to outside arbitration.

Refer to the TSHRS Personnel Policies and Procedures Manual for more specific information regarding the time limitations for filing grievances and appeals.

COLLECTIVE BARGAINING

In 1996, Governor Parris Glendening issued Executive Order 01.01.1996.13, *Procedures for Labor Management Relations in the Executive Branch of State Government*, giving State employees the right to engage in collective bargaining. In 1999, the Maryland General Assembly passed House Bill 179 that made collective bargaining for State employees a law. This law does not apply to employees covered under separate collective bargaining agreements such as MTA unions.

Collective bargaining is the mutual obligation of the employer and the exclusive bargaining organization (employee union) to negotiate wages, hours and other terms and conditions of employment. Union dues can be paid through payroll deduction.

EMPLOYEE ASSISTANCE PROGRAM

The Employee Assistance Program (EAP) is a confidential counseling service for employees with difficulties in their personal and/or work lives. Employees can seek help for substance abuse problems, depression, stress, emotional problems, marital problems, family problems, financial problems, etc. Through EAP, employees can be referred for further counseling or treatment.

The Employer-Employee Relations (EER) officer, through the employee's supervisor, will refer an employee to EAP. In cases of domestic violence, the employee may self-refer to EAP through the EER officer. The cost of an initial counseling session will be paid by EAP. However, the employee must pay for subsequent counseling sessions. Many health insurance programs provide counseling benefits.

RECRUITMENT AND EXAMINATION

Recruitment is the process of attracting, identifying and selecting candidates for employment. This process usually begins with an advertisement in a newspaper, the circulation of a job bulletin, and/or a posting on the MDOT web site (www.smarttransportation.com/employ/) or the administration's website. Job bulletins are sent to employment offices, public libraries, district courts, and are posted on bulletin boards. The Human Resources office usually posts job notices at work sites. Check those postings or the MDOT web site often for the notices.

An Interest File may be maintained for certain jobs by each administration as well as TSO. A notice is generated and sent to those who have indicated an interest in that job. The notice will specify the schedule for testing for the job and provide a closing date for the receipt of applications.

To be considered for a job, submit an application (unless otherwise indicated) by the closing date. The application will be reviewed to determine if the applicant meets minimum qualifications. If qualified, the applicant will be notified of the next step in the process. If not qualified, the applicant may be given an opportunity to submit additional information that may clarify his or her qualifications.

To insure competitive selection, an examination is developed and administered to create an eligible list of qualified applicants. Examinations assess the applicant's knowledge, skills, and abilities to perform the job. The examination may be a written test, a demonstration of skills, a rating of experience and/or education, an interview, or some combination of these methods.

After the examination is scored, the results are mailed to the candidates. Examination scores are used to rank the candidates on an eligibility list in one of the following three categories: "Best Qualified," "Well Qualified," and "Qualified." Candidates are contacted for job interviews from the list.

EMPLOYEE SELECTION

When filling a Career Service position, a manager must prepare a Selection Plan before interviewing and selecting a candidate. The Selection Plan must state the number of candidates to be considered, any unique or mandatory skills required, and the method of selection (e.g. structured interview, demonstration of a skill, or review of a writing sample). The Human Resources office and the Fair Practices office must approve the plan.

Managers interview candidates first from the "Best Qualified" category. Once that category has been exhausted, candidates may then be interviewed from the "Well Qualified" category and then the "Qualified" category. A candidate will be notified in writing when selected for a job.

PROMOTION

A promotion is when an employee moves from a position in one classification to another position with a different classification that has a higher rate of compensation. A promotion typically involves a competitive selection process in which the employee applies for a vacant position. The salary increase will be determined in accordance with TSHRS policies.

RECLASSIFICATION

A reclassification is a change in a position's current job classification to a classification that more accurately reflects the position's duties. A reclassification may or may not result in a salary increase. If an increase in salary is warranted, the amount will be determined in accordance with TSHRS policies.

SALARY STEPS AND INCREASES

Salary steps (increments) are structured pay increases that can be granted annually, contingent upon satisfactory job performance. In addition to the base salary, there are eighteen steps in most salary grades. The increment date for employees hired between January 1 and June 30 is usually January 1. The increment date for employees hired between July 1 and December 31 is usually July 1.

A cost-of-living adjustment (COLA) may occasionally be granted to all employees. A COLA is usually a fixed percentage increase in the rate of pay across-the-board. It is a joint decision made by the Governor, the General Assembly and, if applicable, an employee organization.

EMPLOYEE TRANSFER AND TRANSFER OF LEAVE EARNINGS

After completing probation, Career Service employees can apply for transfer to another administration or State agency. If transferring within MDOT, leave balances remain the same. If transferring to another State agency, an employee may be paid for up to five days of unused compensatory leave. If hired by another State agency, an employee may be allowed to transfer annual leave, sick leave and personal leave up to the maximum amount specified by that agency.

SUBSTANCE ABUSE TESTING PROGRAM

MDOT has a comprehensive substance abuse testing program that affects all employees. The program emphasizes deterrence, detection, and treatment of substance abuse problems. Safety-sensitive positions are most affected as impaired performance could result in death or injury. Tests are designed to detect alcohol, illegal drugs, and misused over-the-counter drugs and prescription drugs.

Tests are conducted when:

- undergoing pre-employment screening
- there is reasonable suspicion of drug or alcohol use
- an accident has occurred
- selected for random testing
- returning to duty after previously testing positive for drugs or alcohol
- participating in a drug or alcohol rehabilitation program

Non-safety-sensitive employees are also subject to testing when there is reasonable suspicion of the use of drugs or alcohol. The consequences of testing positive for drugs or alcohol may include mandatory treatment, rehabilitation, and/or disciplinary action.

RESIGNATION

To resign in good standing, an employee should submit a letter of resignation at least two weeks before the date of resignation, though greater notice is desirable. The notice must contain the date the departure is effective and the reason for resigning.

Employees resigning will be paid through the final day of employment. If leaving State service, an employee with at least six months service will be paid for unused annual leave at the last hourly rate at the time of separation. He or she will also be paid for up to 25 percent of unused compensatory leave, though not more than five days total. On the last day, turn in any ID cards, uniforms, keys, and other items that belong to MDOT.

Upon notification of resignation, you will be asked to complete an Exit Interview Form. Your comments will provide us with valuable information as we focus on identifying ways to make continuous improvements within the organization.

REINSTATEMENT

Career Service, Executive Service, and Commission Plan employees who resigned in good standing are eligible for reinstatement. If an employee accepts a position in his or her former job classification, he or she will receive a salary at least equivalent to his or her former salary grade and step. If the employee accepts a position in a different job classification, his or her salary will be based upon applicable TSHRS policies. Reinstated employees earn annual leave at a rate no less than they were earning when they separated. If returning within two years, unused sick leave will be restored.

Employees may be eligible for reinstatement if they:

- are laid off and return within five years from the time of layoff
- resigned in good standing and apply within five years following the resignation
- are returning from active military service
- are on approved leave of absence without pay and apply within five years of the date the leave of absence began

RETIREMENT

Career Service, Executive Service, and Commission Plan employees are required to join the State employee's pension system. Restrictions may apply if the employee is receiving a retirement or pension benefit from the Maryland State Retirement Agency (MSRA).

A retirement coordinator can provide general information on such matters as an estimate of allowances, military service credit, unused sick leave credit, purchase of previous service, creditable service while on an approved leave of absence, disability and other options. To keep records current and insure protection for a beneficiary, advise the MSRA promptly of any changes.

SURVIVOR BENEFIT

In addition to optional term life insurance, the State provides survivor benefits to employees. If an employee dies in the performance of duties, or dies after completing at least one year of creditable service, one year of annual salary plus accumulated contributions and interest is paid to his or her beneficiary. This benefit is available under the plans of the MSRA. Protect beneficiaries by keeping survivor information up-to-date.

SUMMARY

The information in this handbook is general in nature. It does not cover everything in detail. The major aspects of employment with MDOT have been addressed. Ask questions. Read the TSHRS Personnel Policies and Procedures Manual, the State's Memoranda of Understanding, the Code of Maryland Regulations, or contact your Human Resources office for information not found in this handbook.

We wish you success in your employment with MDOT!

APPENDIX

The following is a listing of the policies contained in the Transportation Service Human Resources Policies and Procedures Manual:

BENEFITS/PROGRAMS

Benefits – General (8B)
Employee and Organizational Development (7C)
Employee Assistance Program (7D)
Innovative Idea Awards Program (7B)
Perfect Attendance (7E)
State Employees' Leave Bank (8Q)
State Employees' Leave Donation Program (8P)
Teleworking (7M)
Tuition Reimbursement (7J)

CLASSIFICATION/COMPENSATION

Classification (9A)
Classification/Compensation (8A)
Compensation (9B)

EMPLOYEE SAFETY AND HEALTH

Employee Safety and Health (4A)
Medical Advisor (6F)
Workplace Violence (7L)

EMPLOYMENT

Contractual Positions (9C)
Conversion (2A)
Employee Performance Appraisal (7A)
Employment (6A)
Layoff (7H)
Probation (6B)
Promotion – Demotion (6G)
Reassignment; Transfer (6C)
Recruitment; Examination; Selection (5A)
Reinstatement (6D)
Severance Pay (6E)

EQUAL OPPORTUNITY

Accommodation For Individuals With Disabilities (ADA) (6H)
Affirmative Action Awards Program (11C)
Affirmative Action – Filling Targeted Positions (11B)
EEO/Affirmative Action (11A)
Equal Opportunity and Affirmative Action (3A)
Processing and Investigating Complaints of Discrimination (11D)

LEAVE

Administrative Leave (8K)
Annual Leave (8D)
Compensatory Leave (8G)
Disaster Service Leave (8O)
Holiday Leave (8F)
Leave - General (8C)
Other Leave With Pay (8L)
Personal Leave (8E)
Unauthorized Absence (10A)

LEAVE - SICK

Allotted Sick Leave (8I)
Earned Sick Leave (8H)
Family and Medical Leave Act (8M)
Sick Leave Monitoring Policy (7F)
Work Injury Leave (8J)

OTHER

Disciplinary Action (7G)
Grievance Procedure (7I)
Payment of Interview, Travel, and Moving Expenses (5B)
Whistleblower (7K)